

NPIC/D-339/81

AUG 13 1981

MEMORANDUM FOR: Chief, Position Management and Compensation Division/OP

FROM : R. P. Hazzard  
Director, National Photographic Interpretation Center

SUBJECT : Assessment of Experiments with Alternative Work Schedules

REFERENCES : A. OP Notice No. 20-81-15, dated 11 June 1981, Subject  
as Above

B. NPIC/D-486/80 Memorandum for Director of Personnel  
Policy, Planning and Management, dated 10 November  
1980, Subject: Request for Extension of Compressed  
and Flexible Work Schedule Experiment, with Assess-  
ment Report attached.

As requested by reference A, above, attached is the National Photographic Interpretation Center's (NPIC) assessment report of its experiment with Alternative Work Schedules. NPIC's experiment covers the period, 5 May 1980 to date, and a six-month assessment report was submitted on 10 November 1980 by reference B, above.

[Redacted Signature Box]

R. P. HAZZARD / /

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Attachment: a/s

**ADMINISTRATIVE-INTERNAL USE ONLY**

**ADMINISTRATIVE-INTERNAL USE ONLY**Assessment Report of NPIC's Experiment with Alternative Work SchedulesI. INTRODUCTION

A. The National Photographic Interpretation Center (NPIC) began its experiment with Alternative Work Schedules on 5 May 1980. For the first eight (8) months of the experiment, Center employees worked either a Compressed or a Flexible Work Schedule. An interim assessment report on the results of the first six (6) months of this experiment was submitted on 10 November 1980 with a request to continue the Flexible Work Schedule experiment, but terminate the Compressed Work Schedule experiment due to communications and staff problems. Director of Personnel Policy, Planning and Management approved this request on 5 December 1980. Since the interim assessment report comprehensively described NPIC's experience with the Compressed Work Schedule experiment, this assessment report will only cover our analysis of the Flexible Work Schedule experiment from 11 January 1981 to date.

B. In general, NPIC has found that Flexible Work Schedules, if properly managed, are beneficial to both the organization and the employee. Under NPIC's experiment, subject to a supervisor's prior approval, employees were allowed to select their starting and stopping times, between the hours of 0600 through 1800, Mondays through Fridays; were allowed to earn and apply credit hours; and were required to be present during the core hours of 0930 to 1430 hours each day. (NPIC Notice No. 20-335, describing the experiment guidelines is attached for your information.) Thus, Center offices were covered for longer periods of time each day and, as noted below, employees' morale has greatly improved since they are able to select their own hours of work.

STAT C. Approximately ☐ NPIC/CIA and 140 DIA/AF military and civilian employees, ranging in grade from GS-03 to GS-15, participated in the Flexible Work Schedule experiment. This excluded essential management personnel and employees on a 24-hour rotating shift schedule. In addition to normal and support and managerial functions, these employees primarily performed the following functions:

1. Development of new capabilities for exploitation and exploitation support systems for the post-1984 era;
2. Integration of new equipment and procedures into NPIC baseline operations and managing project control and configuration management systems;
3. Preparing and providing collateral material and collection data;
4. Operating document, photographic and map reference facilities;
5. Maintaining a control system program for classified materials and a film repository;

Assessment Report of NPIC's Experiment with Alternative Work Schedules (con't)

6. Full publications capability;
7. A facility for creating and constructing two- and three-dimensional visual presentations and for maintaining a substantive briefing aids collection;
8. Interpretation and analysis of imagery and providing policymakers with current intelligence assessments; and
9. Application of advanced scientific; mathematical and engineering technology in the areas of mensuration, testing and modification and maintenance of imagery exploitation equipment.

II. IMPACT OF SCHEDULE - OPERATIONS AND EMPLOYEES

A. Efficiency of Operations

1. Productivity - Generally positive changes: fewer interruptions for those working early morning schedules; better utilization of equipment; and services were available for longer periods of time.

2. Usage of Leave - Use of sick and incidental annual leave reduced since flexible work schedule allows employees to schedule medical, dental and other appointments during their off-duty time. Also credit hours earned were used for relatively short absences when required.

3. Employee Turnover - No changes observed.

4. Overtime - Some reduction in usage observed; also, in certain instances, additional hours worked were used as credit hours in lieu of overtime.

5. Job Satisfaction and Morale - In general employees seem satisfied with a flexible work schedule, although this is difficult to accurately assess since there are many factors to be considered in job satisfaction. Morale, however, has definitely improved since the adoption of the Flexible Work Schedule.

B. Mass Transit Facilities and Traffic

Employees generally feel that the Flexible Work Schedule greatly improved their commuting habits. Most are spending less time on the road, resulting in less aggravation due to traffic congestion in rush hours; and they are able to carpool with virtually anyone by selecting desired hours.

C. Increased Opportunities for Full and Part-time Employment

No discernible impact on availability of applicants for full-time positions or trends in utilization of part-time employees.

Assessment Report of NPIC's Experiment with Alternative Work Schedules (con't)

D. Individual and Families

The Flexible Work Schedule has had a generally beneficial effect on employees' family activities and recreation, allowing them more time in the afternoon and evening to spend with their families, to socialize with friends, to participate in recreational activities; and it has also helped to facilitate babysitting arrangements in some instances.

III. PROBLEMS ENCOUNTERED

About the only difficulty encountered in administering a flexible work schedule is monitoring the time and attendance of employees who begin work significantly earlier than their supervisors. Ensuring adequate supervision is available during extended periods of operation puts an added responsibility on management to support the additional hours of operation.

IV. RECOMMENDATIONS

In summary, NPIC's experience with a Flexible Work Schedule experiment has been very favorable and we recommend that it be adopted on a permanent basis by the Agency as a whole. In the pay and leave administration area, NPIC suggests a column (or columns) be added to the Time and Attendance card to allow the recording of credit hours.

As stated in the 10 November 1980 Assessment Report of our Compressed Work Schedule experiment, it appears that components who wish to adopt such a schedule must carefully consider its impact on the staffing and communication areas. Furthermore, it is particularly difficult to fairly assess the impact on productivity/efficiency if no measures have been established to measure them.

NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER

NPIC NOTICE  
NO. 20-335

PERSONNEL  
5 January 1981

~~Administrative~~  
FLEXIBLE WORK SCHEDULE

REFERENCE: NPIC Notice No. 20-330, dated 7 November 1980, Subject: Compressed/  
Flex Work Schedule

1. Per referent notice, effective 12 January 1981, all NPIC Groups and Staffs (except those staffed on a 24-hour, rotating shift schedule) will revert to a Flexible Work Schedule (five 8 1/2 hour days per week) until a final decision is made on Alternative Work Schedules by the Agency.

2. Under the Flexible Work Schedule, subject to a supervisor's prior approval:

a. Employees will be allowed to select their starting and stopping times, between the hours of 0600 through 1800, Mondays through Fridays. Once starting and stopping times have been selected, employees will adhere to these times. Employees may start work no earlier than 0600 hours and must start no later than 0930 hours.

b. All employees schedule to work must be present from 0930 to 1430 hours each day (Core Hours).

c. Employees may earn or apply Credit Hours. Credit Hours are those hours which are in excess of an employee's basic work requirement which the employee may, on occasion, elect to work so as to vary the length of a work-week or a workday. Employees wishing to earn or apply credit hours must have their supervisor's approval prior to working or using credit hours. The intent of credit hours accumulation is to give employees the flexibility to take time off in lieu of the usage of sick or annual leave. It is not intended to be used to establish a formal compressed work schedule. Credit hours may be applied to core hours (0930 to 1430 hours) or to flex hours (0600 to 0930 or 1430 to 1800 hours). The number of credit hours employees may carry over from biweekly pay period to biweekly pay period is limited to 10 hours, and must be used within the next four pay periods. Credit hours are not overtime hours but are counted as part of the basic work requirement to which they are applied; therefore, employees are entitled to only the basic rate of pay for credit hours.

3. Questions should be referred to Center Action Officer,   
extension

R. P. HAZZARD  
Director

Distribution: All Employees

THIS NOTICE EXPIRES 1 MAY 1982

OP NOTICE NO. 20-81-15

11 June 1981

OFFICE OF PERSONNEL NOTICE

SUBJECT: Assessment of Experiments with Alternate Work Schedules

REFERENCE: OPPPM Memorandum No. 20-29-17 dated 15 January 1981

1. GENERAL

- A. Agency components that have initiated alternative work schedule (AWS) experiments must submit a final narrative assessment report by 31 July 1981.
- B. The narrative report should cover 18 months of experimentation unless this time frame extends the experiment beyond 30 June 1981. If the latter is the case, the report should cover all months of experimenting up until the present time.
- C. Narrative assessment reports should be sent to Office of Personnel, Position Management and Compensation Division (OP/PMCD) Room 1016 Ames.
- D. The following format was designed to facilitate uniform analysis on an Agency-wide basis.

2. FORMAT & SCOPE OF NARRATIVE REPORTS

- A. Start by identifying the component and state, as concisely as possible, management's conclusions based on experience during the experiment. It is important that the following information be included in this section:
  - 1) Number and grades of employees in the work unit who are on an experimental schedule.
  - 2) Description of the experimental schedule(s) and schedule used prior to experiment.
  - 3) Description of the primary mission and function of the work unit(s), (e.g., process requests, legal counsel, staff office, clerical support).
- B. Next, please address each of the four areas of particular impact listed below, to the extent that these are appropriate. If no impact has been discerned that could reasonably be attributable to the experimental schedule, so state. Positive and negative impacts which can be reasonably attributable to the new schedule need not be described in fine detail, so long as the degree of impact is conveyed.

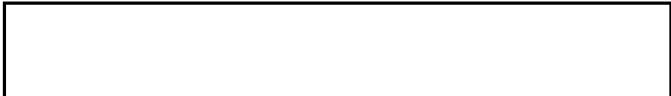
- 1) Efficiency of Government operations - Conclusions about changes in:
  - a. productivity;
  - b. usage of -- sick leave, annual leave, leave without pay;
  - c. employee turnover;
  - d. number of overtime hours experienced;
  - e. job satisfaction; and
  - f. morale.
- 2) Mass transit facilities & traffic - Changes in commuting habits such as the use of mass transit, carpools, and private automobiles.
- 3) Increased opportunities for full & part-time employment - Experience as to availability of applicants for fulltime positions and trends in utilization of part-time employees.
- 4) Individual and families generally - Perceived effects on scheduling of family activities such as child care, household functions and/or employee recreational events.

C. In this section of the report, please list any special problems encountered such as excessive requests by employees for exceptions in work schedules, difficulties in administering pay and leave, time and attendance, staffing or overtime problems during peak workload periods, etc.

D. Please conclude your report with any suggestions concerning desired changes in AWS administration, particularly in the pay and leave administration areas. Feel free to include suggestions for changes in Agency regulations, in the event that the DDCI elects to adopt AWS on a permanent basis for the Agency. Also, if your component has conducted an internal evaluation, please submit your findings as an appendix to the report.

3. CONTINUING AWS

Components may continue their experiment with the current AWS plan through March 1982. PMCD, Office of Personnel, should be notified of any decision to discontinue an experiment with an AWS. Changes in an AWS may be made in accordance with guidelines contained in OPPPM Memorandum 20-29-17.

  
James N. Glerum  
Director of Personnel

STAT

DD/S&amp;T# 5278-80

NPIC D-485-80

10 November 1980

MEMORANDUM FOR: Director of Personnel Policy, Planning and Management

THROUGH : Deputy Director for Science and Technology  
Director of Finance

FROM : R. P. Hazzard  
Director, National Photographic Interpretation Center

SUBJECT : Request for Extension of Compressed and Flexible Work  
Schedule Experiment

REFERENCE : Memo for D/PPP&M from D/NPIC, dated 22 February 1980;  
Subject: Proposal to Adopt Experimental Compressed  
and Flexible Work Schedules in the National Photo-  
graphic Interpretation Center

1. Approval was granted on 24 March 1980 for the National Photographic Interpretation Center (NPIC) to commence a six-month experiment with Alternative Work Schedules - Compressed Work Weeks and Flexible Work hours. This experiment was begun on 5 May 1980 and is scheduled to conclude on 14 November 1980.

2. An assessment report on the results of the experiment is attached. As you will note, most of the potential advantages stated in paragraph 6 of reference memorandum were realized -- varying degrees of improved morale, reduction in the use of sick leave and short term leave, more efficient use of equipment and facilities, and reduced transportation costs. On the other hand, there were some unanticipated problems -- mainly in the communications and staffing areas.

3. On balance, while I believe that this was a worthwhile experiment, I feel if modifications suggested by Group Chiefs were adopted -- limiting participation in the Compressed Work Week to those below the Deputy Branch Chief level and nonsupport categories of employees as well as spreading the Compressed "day off" more equitably throughout the week -- would prove to be exceedingly difficult administratively and would negate most of the advantages as seen by employees of the Compressed Work Week experiment.

4. Therefore, subject to your concurrence, I propose:





SUBJECT: Request for Extension of Compressed and Flexible Work Schedule Experiment

a. Continuing the Flexible Work Schedule experiment until a final Agency decision is made on Alternative Work Schedules for the Agency. Under this plan, employees will be allowed to select their starting and stopping times, between the hours of 0600 through 1800, Mondays through Fridays; may earn or apply credit hours, with prior approval of their supervisor; and must be present during the core hours of 0930 to 1430 hours.

b. Terminating the Compressed Work Schedule experiment at the end of the 1980 Leave Year - 10 January 1981. I feel this will cause the least disruption to our employees' holiday leave plans.

STAT

R. P. HAZZARD

Attachment:  
a/s

STAT



Director of Finance

APPROVED:

Henry E. Fitzwater

Director of Personnel Policy, Planning & Management

Date

19 NOV 1980

Date

5 DEC 1980

Date

Your informative assessment report on alternative work schedules (AWS) is appreciated. A final assessment report must be submitted by the end of May 1981. At that time, a final evaluation will be made of the Agency's experiments with AWS and a recommendation made to the DDCI concerning the possible adoption of AWS on a permanent basis.

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

## I. INTRODUCTION

A. The National Photographic Interpretation Center (NPIC) began a six-month Compressed and Flexible Work Schedule Experiment on 5 May 1980, which is scheduled to conclude on 14 November 1980. In our request for permission to adopt Alternate Work Schedules we anticipated the following potential advantages: improved morale, reduction in the use of sick leave and short term leave, more efficient use of equipment and facilities, reduced transportation costs, and increased productivity and efficiency.

STAT B. Approximately [ ] of our eligible workforce elected to participate in the Compressed Work Schedule. In addition, 44 DIA and Air Force employees also participated in the Compressed Work Schedule. The remainder of the workforce [ ] continued to work a Flexible Schedule.

C. Essential management personnel (those in the Office of the Director, Support Staff, Control & Integration Staff, Group and Division Chiefs, and other selected support-type divisions and staffs) were excluded from participating in the Compressed Work Schedule.

D. Approximately 26 to 28 employees were given permission to change from a Compressed to a Flexible Work Schedule after the experiment commenced. The main reasons were fatigue, family and carpool arrangements. Approximately 14 employees were asked to change because of operational requirements.

## II. MANAGEMENT COMMENTS

A. Support Staff and CIS found the gliding Flexible Work Schedule best for their Staffs; while the operating Groups - IEG, PSG, and TSG - found the Compressed Work Schedule adaptable and well accepted by the employees in their Groups.

B. The main problems revolved around Communication problems between managers and employees of the Groups that were working a Compressed Schedule and those working a Flexible Schedule; between operating Groups; and in some instances within the Groups. Another problem surfaced in adequate Staffing in the operating Groups on Mondays and Fridays, especially in such support areas as clerical, collateral research, section and branch chiefs.

C. On the benefits side, it was found that:

1. Longer work hours in the day allowed more time to complete reports, special projects, research, uninterrupted analysis, and there was more efficient use of equipment. A side benefit for employees was the opportunity for some senior analysts to act as supervisors.

2. Less sick and short term annual leave was taken by those working a Compressed Schedule.

3. There seemed to be little or no affect on job satisfaction in two of the Groups; although one Group seemed to think there was a decided upswing in this area.

4. Varying degrees of improvement in morale was noted for those working a Compressed Schedule. However, on the opposite side of the coin some of those on the Flexible Schedule felt they were unduly burdened on Mondays and Fridays when most compressed timers were absent.

### III. EMPLOYEES' COMMENTS

A. Employees in Support Staff and CIS prefer to continue the gliding Flexible Work Schedule; while the majority of those in the operating Groups were in favor of continuing the program, with modifications, such as spreading the "day off" or giving the entire Center the same "day off". Employees, too, perceived an increase in productivity/efficiency because the extra hour in the morning and evening were relatively undisturbed, less preparation time was required to start jobs and less time was spent in security activities associated with the job.

B. There appeared to be little affect on carpools, although some shifts were required; and few employees availed themselves of part-time employment opportunities.

C. The main benefits to those working a Compressed Schedule were reduced transportation costs and more time with their families and for educational/recreational activities.

D. The main problem for those working a Compressed Schedule was in the Communications area - specifically, communicating with managers in their own and other units/Groups who had a Monday or Friday off; and some coordination problems between Groups.

### IV. RECOMMENDATIONS

From the overall comments made by both managers and employees, it appears that components who wish to participate in a Compressed Work Schedule Experiment must carefully consider Staffing and Communication areas. It is particularly difficult to fairly assess the results of such an experiment if no measure has been established to measure productivity/efficiency, a component is subject to many reassignments both within and out to other Agency components, staff shortages compounded by "hiring freezes", and internal reorganizations.

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Assessment of Experiments with Alternative Work Schedules

FROM:

NPIC Personnel

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/PMCD  
1022 Ames Bldg.

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